



OLD
WAY



NEW
WAY



The 9-5 is gone – now what? With Kylie Holyland

Local knowledge.

National Connections.

Global Reach.

- Business structure & set up
- Business valuations
- Due diligence
- Accounting, tax, compliance assistance
- Strategic Planning Workshops



Your
Presenter
Today



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Agenda

- Engagement and motivation of remote staff and teams
- Collaboration and connection in a virtual world
- Managing 'out of sight' workers
- The shift to productivity, results and outputs



“How can I trust them if I can’t see them?”



Gallup Global Study – May 2020

“A new Gallup global meta-analysis of 62,965 business units and teams, published in the peer-reviewed organizational science journal *Human Performance*, reports that **favourable job attitudes have a stronger relationship to organisational outcomes in bad economic times than they do in normal or good times.**”



AHRI Survey of HR Managers

In May 2020, AHRI survey 273 HR Managers about what success looks like in managing COVID-19:

- “That managers in the business use this time to step up and show leadership, support the business to be resilient and bounce back from where we were/are in a better place - to be innovative, responsive to change, and work flexibly.”
- “Healthy and safe workforce who are 100% productive and a business with a strong workload pipeline through to end of calendar year”
- “Return to work with smooth transition & flexibility between working from home & in office, retention of talent & achieving organisational targets, and maintaining employee engagement & performance”
- “Maintaining employee trust, loyalty, engagement and work ethic.”
- “Ensuring our employees (both stood down and still working) are connected, well looked after and feel valued. Ensure our values are still in place and used in all our communication with all our employees. Re-engaging our employees in a meaningful and welcoming way to ensure engagement with the business moving forward.”



Elements of employee engagement

- Clear expectations
- The right materials and equipment
- Opportunities for employees to do what they do best
- Connection to the mission or purpose of the org
- Coworkers committed to quality work

Is your culture resilient enough to survive Coronavirus? Jim Harter, Gallup, May 2020

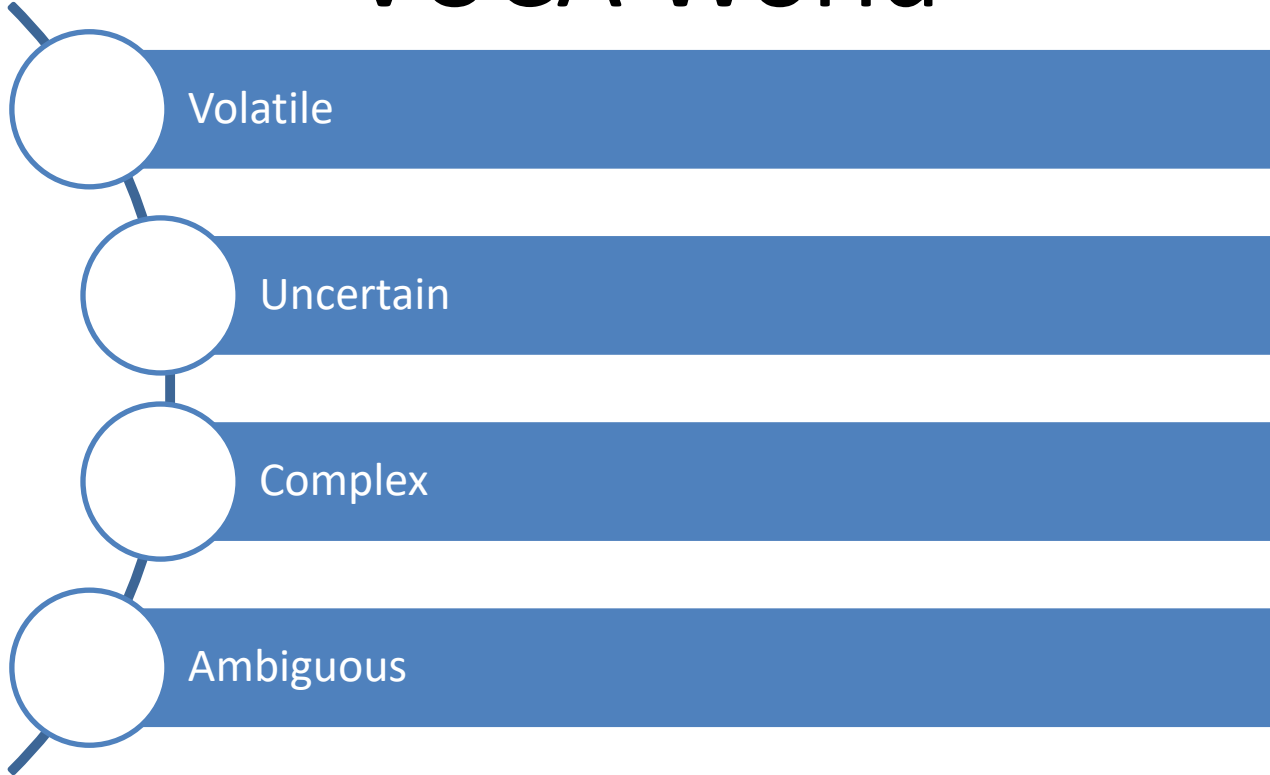


What culture do you want?



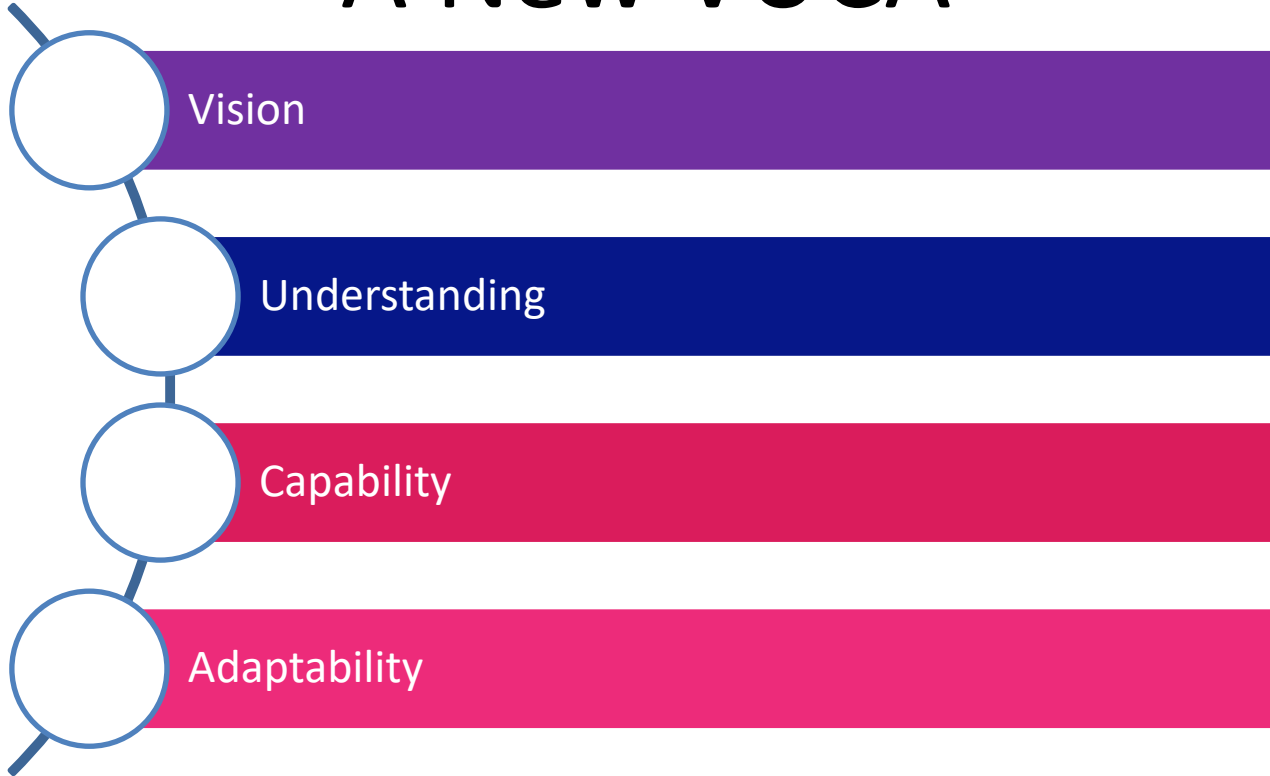


VUCA World

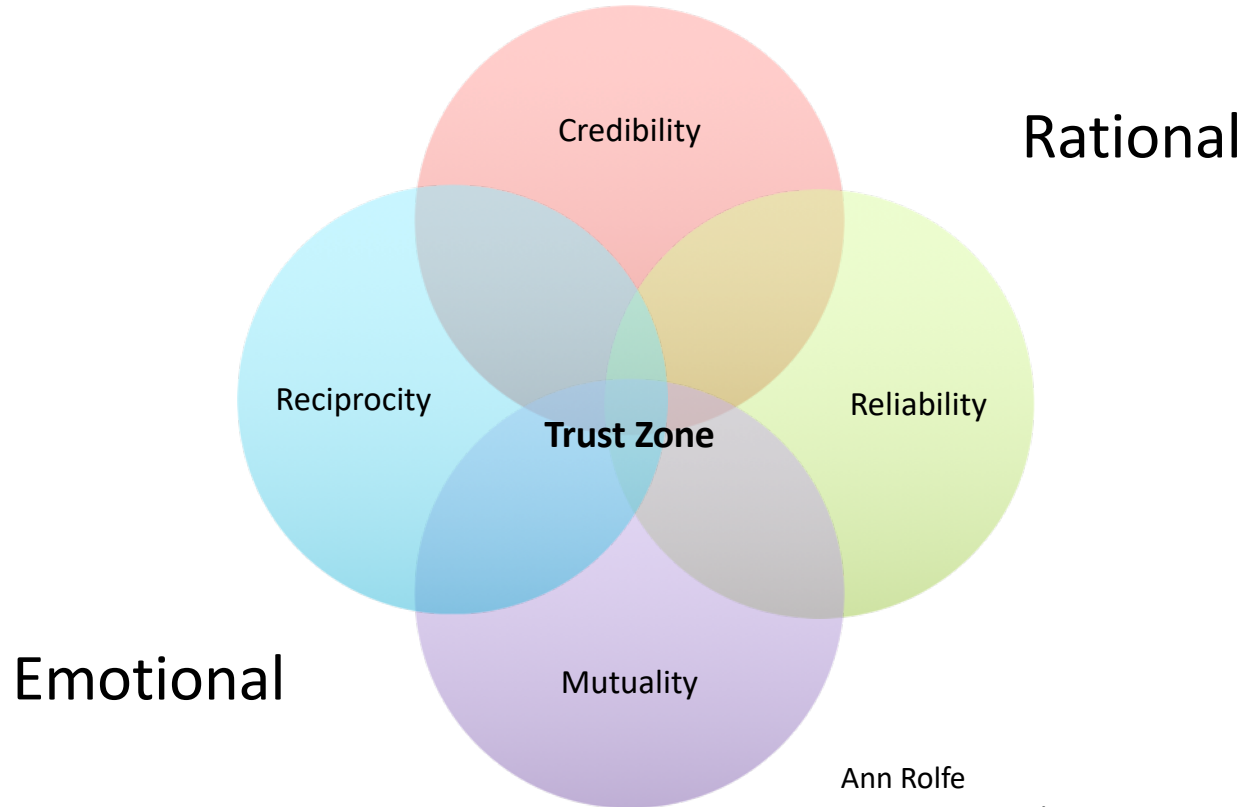




A New VUCA



Dimensions of Trust





Credibility:
I can believe you

Integrity – honest and congruent

Capability – knowledge, skills, inspire confidence



Performance – results, effectiveness

Consistency – meeting
commitments, over time

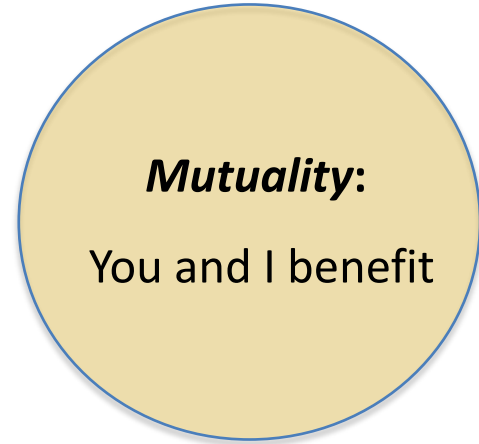
Reliability:

I can count on you



Intent – positive, care about
us not just themselves

Motivation - transparent



Reciprocity:

You trust me

Respect – acknowledge,
autonomy, rights

Confidence – faith in my
ability and commitment



The Progress Principle

Clear progress on meaningful work





Daily Progress Checklist

Progress	Setbacks
Briefly describe 1 or 2 events today that indicated either a small win or a possible breakthrough.	Briefly describe 1 or 2 events today that indicated a small setback or a possible crisis.
Catalysts	Inhibitors
<ul style="list-style-type: none"> • Did the team have clear short- and long-term <u>goals</u> for meaningful work? • Did team members have sufficient <u>autonomy</u> to solve problems and take ownership of the project? • Did they have all the <u>resources</u> they needed to move forward efficiently? • Did they have sufficient <u>time</u> to focus on meaningful work? • Did I give or get them <u>help</u> when they needed or requested it? Did I encourage team members to help one another? • Did I discuss <u>lessons</u> from today's successes and problems with my team? • Did I help <u>ideas flow</u> freely within the group? 	<ul style="list-style-type: none"> • Was there any confusion regarding long- or short-term <u>goals</u> for meaningful work? • Were team members overly <u>constrained</u> in their ability to solve problems and feel ownership of the project? • Did they lack any of the <u>resources</u> they needed to move forward effectively? • Did they lack sufficient <u>time</u> to focus on meaningful work? • Did I or others fail to provide needed or requested <u>help</u>? • Did I "punish" failure, or neglect to find <u>lessons</u> and/or opportunities in problems and successes? • Did I or others cut off the presentation or debate of <u>ideas</u> prematurely?
Nourishers	Toxins
<ul style="list-style-type: none"> • Did I show respect to team members by recognizing their contributions to progress, attending to their ideas and treating them as trusted professionals? • Did I encourage team members who faced difficult challenges? • Did I support team members who had a personal or professional problem? • Is there a sense of personal and professional affiliation and camaraderie within the team? 	<ul style="list-style-type: none"> • Did I disrespect any team members by failing to recognize their contributions to progress, not attending to their ideas, or not treating them as trusted professionals? • Did I discourage a member of the team in any way? • Did I neglect a team member who had a personal or professional problem? • Is there tension or antagonism among members of the team or between team members and me?
Inner work life	
Did I see any indications of the quality of my subordinates' inner work lives today? <ul style="list-style-type: none"> • Perceptions of the work, team, management, firm • Emotions • Motivation What specific events might have affected inner work life today?	
Action Plan	
What can I do tomorrow to strengthen the catalysts and nourishers identified and provide ones that are lacking?	What can I do tomorrow to start eliminating the inhibitors and toxins identified?

Be a Multiplier

Diminishers

Multipliers



Check your bias

SIMILARITY BIASES

IN GROUP

Perceiving people who are similar to you (in ethnicity, religion, socioeconomic status, profession, etc.) more positively.

We can trust her; her hometown is near mine.

OUT GROUP

Perceiving people who are different from you more negatively.

We can't trust him; look where he grew up.

EXPEDIENCE BIASES

CONFIRMATION

Seeking and finding evidence that confirms your beliefs and ignoring evidence that does not. (I trust only one news channel; it tells the truth about the political party I despise.)

HALO EFFECT

Letting someone's positive qualities in one area influence overall perception of that individual. We may not know much about people, but he's a great engineer and a hard-working guy; let's put him in charge of the team.

EXPERIENCE BIASES

FALSE CONSENSUS EFFECT

Overestimating the universality of your own beliefs, habits, and opinions. (Of course I hate broccoli; doesn't everyone?)

HINDSIGHT

Seeing past events as having been predictable in retrospect. (I knew the financial crisis was coming.)

DISTANCE BIASES

AFFECTIVE FORECASTING

Judging your future emotional states based on how you feel now. (I feel miserable about it, and I always will.)

TEMPORAL DISCOUNTING

Placing less value on rewards as they move further into the future. (They made a great offer, but they can't pay me for five weeks, so I'm going with someone else.)

SAFETY BIASES

LOSS AVERSION

Making a risk-averse choice if the expected outcome is positive, but making a risk-seeking choice to avoid negative outcomes.

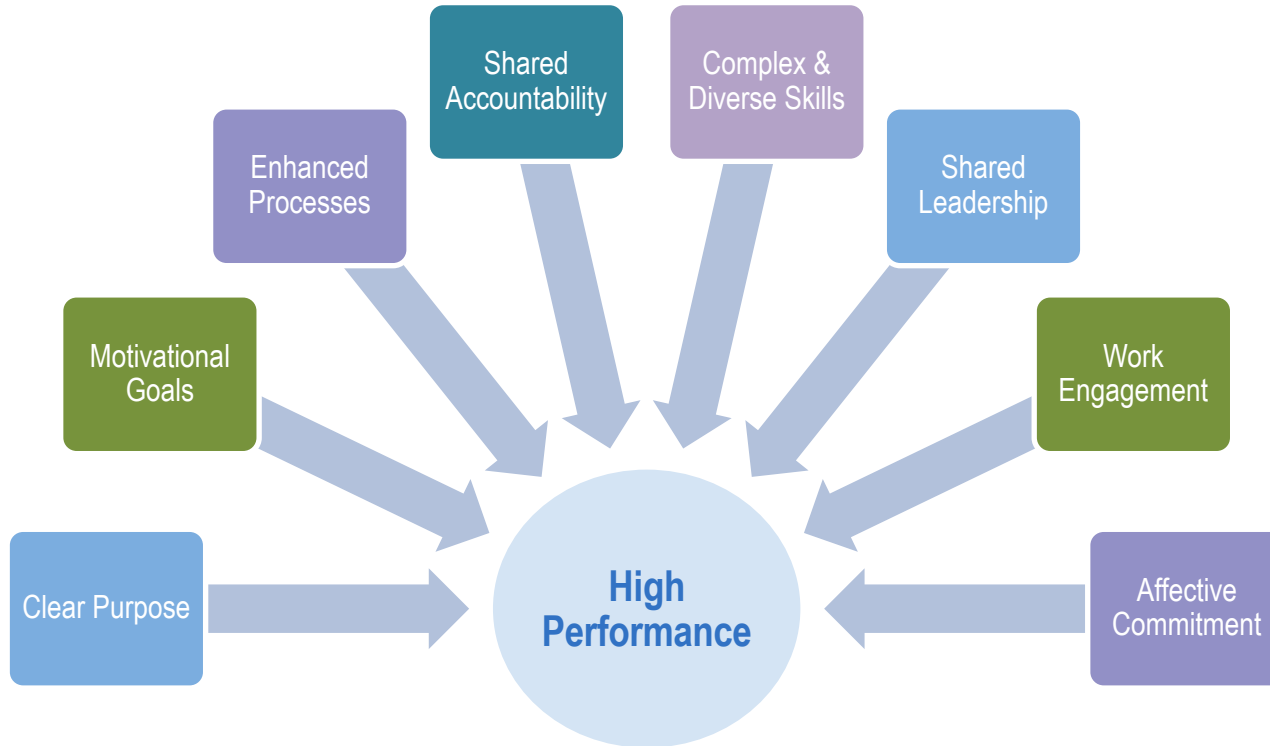
We have to take a chance and invest in this, or our competitors will beat us to it.

FRAMING EFFECT

Basing a judgment on whether a decision is presented as a gain or as a loss, rather than on objective criteria. (I have this idea now that I see our competitors walking away from it.)



Characteristics of High Performance





Implementing a new approach

- Encourage your staff to come up with a balanced approach
- Begin with a trial and get expert help to measure changes
- Introduce an opt-in policy for employees/departments on an annualised basis
- Establish clear personal and team business goals and objectives.
- Consider seasonal workflow differences and ensure that your approach can flex appropriately.
- Be clear that the aim of the initiative is to improve things not just in the context of your company but also as regards the wider social obligations.



Planning for remote working

- Understand your staff
- Strengthen your relationships
- Set clear expectations and timeframes
- Managing effort and accessibility
- Communication and connection
- Feedforward and receiving feedback



What can possibly go wrong?

- Ground rules
- IT and equipment
 - Provision, accessibility, upgrades
- Resources
- Performance
- Behaviour





Take a coaching approach

- Listen deeply
- Be present
- Build trust
- Create motivation and engagement
- Seek feedback



Increase your self- awareness

Take time to ask yourself:

- How do you lead under pressure?
- What do you think are the strengths and weaknesses of your crisis leadership style?
- Do you communicate well with people of different personalities?
- What is your 'blind spot'? Where do you think you need more data/feedback?
- How do you develop concise and efficient communication?



Stay connected

- Talk frequently
- Manage virtual meetings well
- Keep morale high
- Be playful
- Manage your stress and uncertainty
- Lead with empathy and compassion



Factors to monitor with at risk individuals

- Changes in physical health or appearance
- Behaviour that is out of the ordinary
- Changes in thinking patterns or ability
- Increases in work demand, complexity or overall work pressure
- Stressful life situations – financial problems, death of a loved one, divorce
- Becoming withdrawn or in conflict with others
- Failure to perform
- Fatigue or burnout
 - Exhaustion: depletion or draining of mental resources
 - Cynicism: indifference or a distant attitude towards one's job
 - Lack of professional efficacy: the tendency to evaluate one's work performance negatively resulting in feelings of insufficiency and poor job-related self-esteem
- Talking about feelings of hopelessness or despair

Knowing your staff well is the best way to monitor their resilience.



Asking Are You Ok?

- 1. Trust your gut instinct**
- 2. Getting ready to ask**
 - Am I ready?
 - Am I prepared?
 - Picked my moment?
- 3. Ask Are You Ok?**
 - Be ready for push back
 - Listen without judgement
 - Encourage action
 - Check-in
- 4. Seek professional help if you're not sure**



Create a new flexible culture





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